



**Mobilize Northern Maine Presentation  
Quality of Place Dialogue  
December 6, 2010**



# Mobilize Maine Review



## What is Mobilize Maine?

**Mobilize Maine** is a collaborative grass roots economic development process that builds on the strengths and authentic assets of Aroostook County identifying and implementing strategies to address Aroostook County's unique assets that have market-leverage in the global economy, but may not have been previously recognized.





# Mobilize Northern Maine Foundation



1. Define Quality of Place
2. Identify the Region's Sense of Urgency
3. Identify the Challenges and Opportunities
4. Identify the Goals that will Drive the Process
5. Establish Benchmarks
6. Establish the Leadership Team



# Core Leadership Team



- **The Aroostook Partnership for Progress**
- **Northern Maine Development Commission**



# Mobilize Northern Maine Activity To Date



- Established Five-Year Goals
- Conducted Indigenous Asset Mapping Exercises
- Identified Industry Clusters to initially pursue
  - Renewable Energy
  - Information Technology
- Created Industry Cluster Leadership Teams
- Created Industry Cluster Working Groups
- Established Network Provider Action Team
- Identified potential niche markets to pursue
- Identified additional possible action teams



## 2015 Regional Goals

<b>Northern Maine Region</b>	<b>Baseline 2007</b>	<b>2015 Goal</b>	<b>Change</b>
Population	72,047	75,000	+4.1%
Employable Population (16 and older)	60,716	62,500	+2.9%
Labor Participation Rate	54.5%	57.5%	+5.5%
Total Employed	33,142	35,938	+8.4%
Average Wage	\$29,167	\$38,000	+30.2%
Total Region Wages	\$1.0B	\$1.365B	+36.5%

2007-2015 CPI-W Inflation Assumption:  
3.08%/year

### Regional Specific Goals

<b>Northern Maine Region</b>	<b>Baseline 2007</b>	<b>2015 Goal</b>	<b>Change</b>
New Business Startups	TBD		
Healthcare % Private Payer	TBD		
Associate Degrees 25 & Over	5,449		

# Renewable Energy Leadership Team



- Boralex
- Horizon Wind
- Loring Development Authority
- Maine Cooperative Extension
- Maine Public Service
- Northern Maine Community College
- Northeast Pellets
- Town of Houlton
- University of Maine at Presque Isle
- USDA, Resource Conservation and Development



## ***Renewable Energy Industry Cluster Vision & Economic Impact***

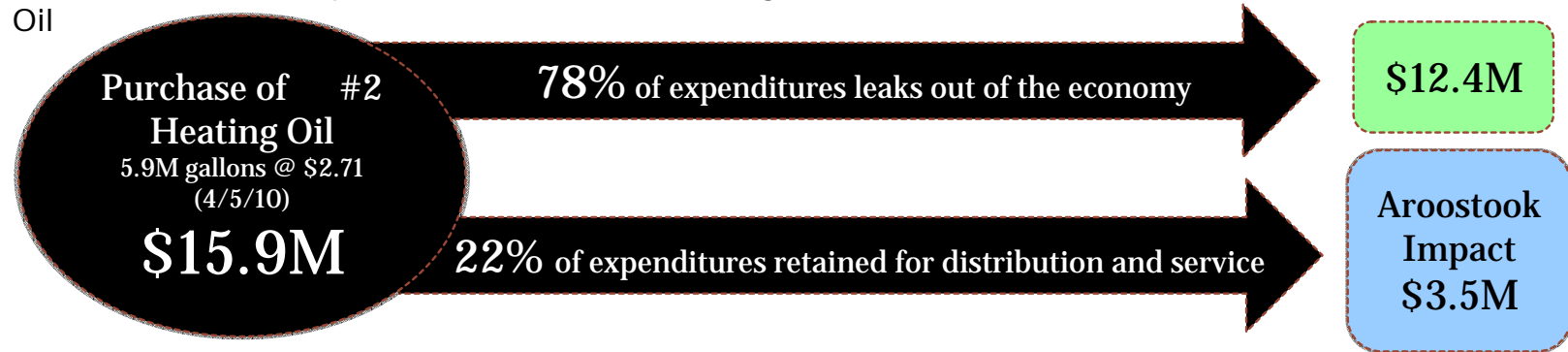
*Northern Maine will create a Renewable Energy Economy by utilizing alternative energy sources and being a innovation leader to capture wealth and stimulate the economy.*



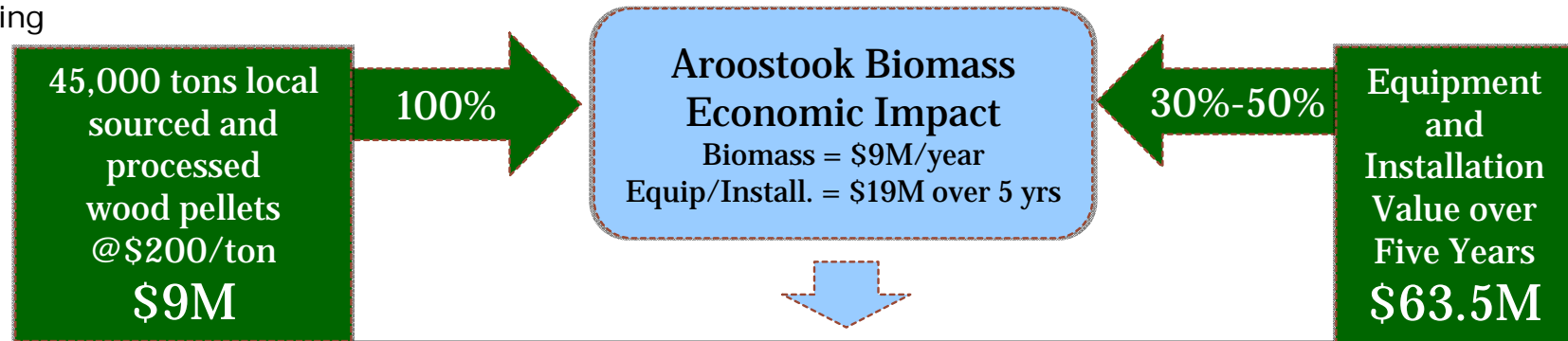
2014 Goals	Jobs	Value		GDP Impact	
<b>Develop 200MW of wind energy</b>	Construction 224 Direct Jobs @ \$35,900 168 Indirect Jobs @ \$30,828  Operation: 12 Jobs @ \$42,400 17 Indirect Jobs @ \$25,738	Project Value 134 turbines @1500KW \$389M  Produced Energy value 200MW x 30% = 60MW 60MW @ .10KW \$52.5M  Direct & Indirect Earnings \$14.2M		Construction \$21M  Operation \$2.2M	
<b>Utilize 45,000 tons of locally sourced biomass for residential and commercial heating</b>	Fuel sourcing & production: 90 Direct Jobs @ \$35,000 67 indirect Jobs @ \$26,601  Construction & installation 40 Direct Jobs @ \$35,000 30 Indirect Jobs @ \$30,829	Fuel Value \$11.2M  Direct & Indirect Earnings \$7.2M  Consumer wealth retention \$6.9M		Fuel sourcing & production \$8.4M  Construction \$3.7M  Consumer wealth retention \$6.9M	
<b>Capture and retain 50MW of locally generated power</b>	250 Direct Jobs @ \$34,386 250 Indirect Jobs @ \$27,226	Energy value \$12.2M  Direct & Indirect Earnings \$20.6M		Energy generation \$46.5M	
<b>Realize 50 jobs at \$42,000+ linked to renewable energy R&amp;D</b>	50 Direct Jobs @ \$42,000+ 37 Indirect Jobs @ \$30,517	Employment earnings \$3.3M+		Local R&D \$5.9M	
<b>Total</b>	<b>666 Direct Jobs</b>  <b>569 Indirect &amp; Induced Jobs</b>	<b>Project investment value</b> <b>\$389M</b> <b>Energy/fuel value</b> <b>\$75.9M</b> <b>Earnings</b> <b>\$45.3M</b>		<b>Total</b> <b>\$94.6M</b>  <b>Yearly</b> <b>\$69.9M</b>	

# Biomass to Energy Opportunity Value

## Economic Flow of Expenditures on Home Heating Oil



## Economic Flow of Expenditures on Biomass Heating



Job Creation Categories	Direct Jobs	Indirect & Induced	Economic GDP Impact Value
Acquisition & Production of biomass fuel	90	96	\$12.3M
Installation & Admin	40	30	\$4M
Wealth Retention			\$7M
<b>Total</b>	<b>130</b>	<b>126</b>	<b>\$23.3M</b>

# Renewable Energy Industry Cluster Implementation Process



- Renewable Energy Industry Cluster Group
  - Comprised of over seventy participants and growing
- Renewable Energy Industry Cluster Leadership Team
  - **Action Teams**
    - ✦ **Biomass to Energy**
      - Wood Supply and Production
      - Community Education
      - Advocacy / Legislation
    - ✦ **Grass Biomass**
    - ✦ **Buy Local Strategy**
    - ✦ **Center of Excellence**



# IT Industry Leadership Team



- Career Center
- City of Caribou
- DFAS Limestone
- FairPoint Communications
- MMG Insurance
- Northern Maine Community College
- Oak Leaf Systems
- Pioneer Broadband
- Synergy Solutions
- The Aroostook Medical Center
- Virtual Managed Solutions



*Northern Maine will become the premier rural technology hub in the United States where innovation and opportunity attract wealth and people to the region.*

Aroostook County is entering a new broadband infrastructure capacity and pricing environment, unique and superior to any rural region in the US

Goal	Jobs	Value	GDP Impact
<b>Reach 37,500 high speed internet subscription lines</b>	628 jobs @ \$35,600 (20% increase in penetration, 30% to 50%) (.1% increase in employment for every 1% increase in penetration)	Earnings \$22.3M	\$22.3M/year
<b>Grow IT Operations Center employment by 100 @ \$42,000+</b>	Direct jobs: 100 @ \$42,000 Indirect jobs: 105 @ \$29,365	Direct earnings \$4.2M Indirect earnings \$3.0M	\$13.8M/year
<b>Increase 400 existing IT workers wages by \$5,000 per year</b>	Direct job impact: 400 @ \$5,000 Indirect job impact: 50 @ \$29,365	Direct earnings \$2.0M Indirect earnings 1.46M	\$6.6M/year
<b>Attract \$100M in IT investment</b>	Direct jobs - 666 IT 300 PST 100 Healthcare 200 FIRE 66 (1 job per \$150,000 investment) Indirect jobs: 579	Direct earnings \$25.6M Indirect earnings \$16.9M	\$82.5M/year
<b>Total</b>	<b>Direct jobs 1,394</b> <b>Indirect jobs 734</b> <b>Total jobs 2,128</b>	<b>Earnings \$73.46M</b>	<b>GDP impact per year \$125.2M</b>

# IT Industry Cluster Implementation Process



- IT Industry Cluster Group
  - Comprised of over sixty registered participants
- IT Industry Cluster Leadership Team
  - Action Teams
    - ✦ **Outsourcing Collaborative**
    - ✦ **Data Storage Center**
    - ✦ **Healthcare Data Management**
    - ✦ **Aroostook County IT Networking Group**



# IT Operations Centers Industry Cluster Opportunity Analysis

## Northern Maine IT Outsourcing Broker Collaborative

Aroostook County has a high percentage of its workforce currently employed in some form of operations center work. Firms engaged in this work face global competitive pressures. One way to overcome global competition factors is to work collaboratively to brand the quality of the Aroostook workforce, share marketing resources and compete on quality and skills, rather than price.

### Strategy:

- A. Convene an action team of existing IT operations center companies and key individuals
- B. Identify current competencies of workers/companies
- C. Prepare a list of existing active broker relationships
- D. Identity KPO market targets based upon current skill sets and improvement opportunities
- E. Determine and develop the Northern Maine Brand and key value proposition

### *Northern Maine IT Outsourcing Broker Collaborative Opportunity*

Build strategic  
relationship among  
IT Operations Centers

Build a Northern  
Maine brand for IT  
operations centers

100 job@ \$42,000/year = \$4.2M earnings  
110 indirect and induced = \$3.3M earnings

Overall regional  
GDP impact =  
\$18.4M/year

# Tangible Progress Activity



- **MTI approved** a \$1.6M grant for a grass biomass production plant. This proposal was developed in collaboration with MNM members led by Andrew Plant at the UMaine Coop Extension
- **Four funding proposals** that have been prepared and submitted by NMDC in support of Mobilize Northern Maine
- **Northern Maine Community College** is in the process of developing a **specialized facility** to train energy auditors and certified weatherization heating systems techs and heating. This will assist our biomass to energy cluster activity. And the creation of a Center of Excellence in Aroostook County.
- At least **nine commercial biomass heating installations** have or will be taking place in the region . MNM set a goal of ten installations by 2015. Additional installations are being considered. MNM energy cluster team is facilitating discussions in the County about the various chip boiler models.
- **MNM is indirectly influencing** power generation discussions in northern Maine.
- **\$6-7M in new and advance telecommunication infrastructure** has been invested in Aroostook County, with more to come. This again is a significant development in support of your vision of a “premier rural technology hub in the US.” TWC installs fiber around east side of Long Lake.
- Convened the **Airspace Action Team** and currently looking at establishing a COA and /or MOA

